



Competence Development of Board of Commissioner's Secretary

The competency development that was followed by the Secretary of the Board of Commissioners during 2020 is as follows.

No.	Activity	Organizer	Date
1.	Mandiri Investment Forum	Bank Mandiri	February 05, 2020
2.	Visualizing the New Normal in Bank Lending	BARa Risk Forum	December 02, 2020
3.	Webinar Progress of Covid-19 Vaccine Procurement and Distribution Plan	Bank Mandiri	December 02, 2020

The Implementation of the Secretary of the Board of Commissioners

The Secretary of the Board of Commissioners is supported by the Staff and the Secretariat of the Board of Commissioners to compiled the main points of the work program in 2020 with the realization as follows:

1. Preparing meeting materials, prepare minutes of meetings, and administer in an orderly manner the Board of Commissioners' Meetings, Meetings o Committees under the Board of Commissioners, and Meetings of the Board of Commissioners inviting the Directors.
2. Providing input and information to the Board of Commissioners on matters of concern to the Board of Commissioners, including, among others, the policies and strategies of the Board of Directors in order to achieve strategic objectives in the 2020 RKAP, mitigating the impact of COVID-19, implementing the PEN program (including credit restructuring affected by COVID-19, distribution of Government funds, distribution of KUR subsidies, reliability of IT infrastructure, GCG Implementation, and TKT APU - PPT, HR development, risk management both bank only and integrated, and the Internal Control System.
3. Cooperating with Committees under the Board of Commissioners in fulfilling the obligations of the Board of Commissioners, including reports from the Board of Commissioners to the Regulator.
4. Coordinating the implementation of the Working Visit of the Board of Commissioners and Committees under the Board of Commissioners, including preparing Reports on the Results of Visits.
5. Administering the correspondence of the Board of Commissioners and Committees under the Board of Commissioners, including drafting the approval of the Board of Commissioners on matters proposed by the Board of Directors to seek approval from the Board of Commissioners, including proposals for Provision of Funds for Related Parties, proposals for KAP for audits for fiscal year 2021, proposals for the management of Bank Mandiri and Subsidiaries, proposals for revisions to the RKAP for 2020 and RBB for 2020-2022, proposals for RKAP for 2021 and RBB for 2021-2023, proposals for updating the Recovery Plan for 2020, proposals for RKAB, as well as other Directors' actions written approval from the Board of Commissioners.
6. Coordinating the participation of the Board of Commissioners and Committees under the Board of Commissioners in training/ seminars/other competency development activities in accordance with the supervision area of each Commissioner/Committee.
7. Working with the Corporate Secretary to prepare a new Commissioner orientation program.
8. Carrying out other tasks to support the smooth supervision of the tasks and provide advice carried out by the Board of Commissioners.

Audit Committee

Based on POJK No. 55/POJK.04/2015 concerning the Formation and Guidelines for the Work Implementation of the Audit Committee and POJK No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks, with the aim of assisting and facilitating the Board of Commissioners in carrying out their duties and supervisory functions on matters relating to the quality of financial information, internal control systems, effectiveness of external and internal auditor audits , the effectiveness of the implementation of risk management and compliance with applicable laws and regulations.

Basic Formation of Audit Committees

The establishment of the Audit Committee refers to the following rules:

1. Financial Services Authority Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks.
2. Financial Services Authority Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee.
3. Bank Mandiri's Articles of Association and its amendments.
4. Decree of the Board of Commissioners No. KEP.KOM/003/2020 dated July 9, 2020 concerning the Membership Composition of the Audit Committee, Risk Monitoring Committee, Integrated Governance Committee and Remuneration and Nomination Committee of PT Bank Mandiri (Persero) Tbk.
5. Decree of the Board of Directors Number KEP.DIR/052/2020 dated July 20, 2020 concerning the Determination of the Audit Committee Membership of PT Bank Mandiri (Persero) Tbk.

Audit Committee Charter

In implementing Governance principles, Bank Mandiri has formed an Audit Committee that has the duty and responsibility to assist the Board of Commissioners in carrying out its supervisory duties and functions. In carrying out its duties the Audit Committee is guided by the Audit Committee Charter, which was last updated on September 25, 2019 based on the Decision of the Board of Commissioners No. KEP.KOM/015/2019 concerning the Audit Committee Charter of PT Bank Mandiri (Persero) Tbk. The Audit Committee Charter includes:

1. General Purpose
2. Basic Regulations
3. Duties, Responsibilities and Authority
4. Composition, Structure, Membership Requirements and Tenure
5. Meeting
6. Reports and Recommendations



7. Handling Complaints/Reporting Regarding Dugaan Violations Regarding Financial Reporting
8. Closing

Duties and Responsibilities of the Audit Committee

Duties and responsibilities of the Audit Committee that have been regulated in the Audit Committee Charter are as follows:

1. Financial Report

a. Monitoring and analyzing:

- Reports and financial information both internal and financial information that will be released by the Company to the public and/or authorities
- Audit Reports related to the Company's Financial Statements.
- Work Plan and Budget of the Company and the Company's Long Term Plan.
- Complaints relating to the Company's accounting and financial reporting processes.

b. Conducting regular meetings with relevant work units and Auditors (Internal and External) to the field of accounting and finance the field of accounting and finance.

2. Internal Control

a. Systems and Processes of Internal Control in conducting Monitor and review:

- The Company's internal control system is in accordance with applicable best practices.
- Reports on the results of examinations of the Internal Audit Work Unit and the External Auditor examining the Company to ensure that internal control has been properly implemented.
- Implementation of follow-up actions by the Board of Directors on the findings of the Internal Audit Unit, public accountants, the Audit Board and the Financial Services Authority.
- Adequacy of internal control in Subsidiary Companies.

b. Internal Audit

- Monitoring and reviewing:

- (1) Audit Plan, Scope, and Budget of the Internal Audit Work Unit and provide recommendations to the Board of Commissioners.
 - (2) Effectiveness of internal audit implementation.
 - (3) Internal Audit Work Unit Performance.
 - (4) Audit Reports are particularly significant findings and ensure that the Board of Directors take corrective actions that are needed quickly to overcome weaknesses in control, fraud, compliance with policies, laws and regulations, or other problems identified and reported by the Internal Audit Work Unit.
- Ensuring that the Internal Audit Work Unit works independently and upholds integrity in carrying out its duties.
 - Requesting the assistance of the Internal Audit

Work Unit to carry out special investigations/ investigations if there are audit findings and/or information relating to violations of applicable laws and regulations and provide input deemed necessary in conducting the audit.

- Ensuring that the Internal Audit Work Unit communicates with the Board of Directors, the Board of Commissioners, the External Auditor, and the Financial Services Authority.
- Providing recommendations to the Board of Commissioners regarding the overall annual remuneration of the Internal Audit Work Unit and performance awards.
- Providing recommendations to the Board of Commissioners regarding the appointment and dismissal of the Head of the Company's Internal Audit Work Unit which is proposed by the Directors.
- Conducting communication/meetings with the Internal Audit (periodically or if necessary) to discuss matters, among others as follows:

- (1) Realization of the Annual Audit Plan and Internal Audit Cost Budget.
- (2) Significant audit findings and not follow up on Internal Audit recommendations.
- (3) Other matters that require clarification or explanation.

c. External Audit

- Providing recommendations for:

- (1) Appointment of a Public Accountant (AP) and a Public Accountant Office (KAP) who will audit the Company's financial statements to the Board of Commissioners to be submitted to the General Meeting of Shareholders (GMS). In preparing the recommendations, the Audit Committee may consider:
 - (i) Independence of AP and/or KAP;
 - (ii) The scope of the Audit;
 - (iii) Rewards for Audit services;
 - (iv) The expertise and experience of AP and/or KAP, and the Audit Team of KAP;
 - (v) Methodologies, techniques, and audit tools used by KAP;
 - (vi) Benefits of the most current perspectives that will be obtained through the replacement of AP and/or KAP, and the Audit Team from KAP;
 - (vii) Potential risks from the use of audit services by the same KAP in a row for a sufficiently long period of time; and/or
 - (viii) Evaluation results of the implementation of providing audit services on annual historical financial information by the AP and/or KAP in the previous period, if any.



When the AP and/or KAP that has been decided by the GMS cannot complete the provision of audit services on annual historical financial information during the professional assignment period, the appointment of a replacement AP and/or KAP is carried out by the Board of Commissioners after obtaining the GMS approval by taking into account the recommendations of the Audit Committee.

- (2) Termination of AP and KAP.
- Reviewing and ensuring that:
 - (1) Bank Mandiri has standard procedures and is in accordance with applicable regulations/provisions in the implementation of KAP elections.
 - (2) The process of implementing KAP selection in accordance with standard procedures.
 - The Audit Committee evaluates the implementation of providing audit services on annual historical financial information by the AP and/or KAP. The evaluation is carried out through:
 - (1) The suitability of audit implementation by the AP and/or KAP with the applicable audit standards
 - (2) Adequacy of field work time.
 - (3) Assessment of the range of services provided and the adequacy of pick tests.
 - (4) Recommendations for improvements given by the AP and/or KAP.
 - Communicating periodically with KAP who is currently checking Bank Mandiri to discuss matters that need to be communicated, including the following:
Conducting periodic communication with KAP who is examining the Mandiri Bank to discuss matters that need to be communicated, including the following:
 - (1) Progress of the inspection.
 - (2) Important findings.
 - (3) Changes to the rules/regulations in accounting and financial records from the authorized institution.
 - (4) Adjustments that occur based on the results of the inspection.
 - (5) Constraints/obstacles encountered in the implementation of the inspection.
 - Reviewing and monitoring of:
 - (1) All significant findings from the results of the examination of external auditors and other examining institutions.
 - (2) Follow up of the auditee on the results of examinations conducted by external auditors.

- Providing independent opinion in the event of disagreement between the Directors and the Accountant for the services they provide.

3. Compliance

Monitoring and analyzing:

- a. The Company's compliance with laws and regulations, both internal and external relating to the Company's business activities.
- b. Inspection report related to the Company's compliance with internal and external regulations issued by the Internal and External Audit Work Unit.
- c. The suitability of the audit implementation by the Public Accounting Firm with the applicable audit standards.
- d. Conformity of financial statements with applicable accounting standards.
- e. Potential conflicts of interest of the Company.
4. Conducting regular meetings with related work units to discuss matters which are within the scope of supervision.
5. Arranging the Audit Committee Charter and Work Procedures and conducting reviews as needed at least once every 2 (two) years.
6. Reporting the results of monitoring and review periodically, as well as providing input on matters that need the attention of the Board of Commissioners.

Audit Committee Authority

The Audit Committee has the authority to:

1. Communicating with the Head of Work Unit and other parties in the Company and the Public Accounting Firm that inspects the Company for information, clarification and requests for documents and reports needed.
2. Obtaining reports on the results of internal auditors and external auditors and other supervisory/examining institutions.
3. Assigning internal auditors and/or external auditors to carry out special investigations/investigations, if there are strong allegations of fraud, violation of the law and violation of applicable laws and regulations.
4. Accessing records or information about employees, funds, assets and other company resources related to the implementation of their duties.
5. Obtaining input and or suggestions from outside parties of the Company relating to their duties.
6. Performing other authorities granted by the Board of Commissioners.

The Position of the Audit Committee

The term of office of members of the Audit Committee must not be longer than the term of office of the Board of Commissioners as stipulated in the Articles of Association and can be re-elected for the next 1 (one) period. If a member of the Commissioner who becomes the Chairman of the Audit Committee resigns before his term of office as Commissioner of the Company, the Chairman of the Audit Committee is replaced by another Independent Commissioner. If his term of office as a Board of Commissioners ends, his tenure as a member of the Audit Committee will also end.



Audit Committee Reporting

The Audit Committee must make periodic reports to the Board of Commissioners regarding the activities of the Audit Committee, at least once in 3 (three) months. The Audit Committee must make a report to the Board of Commissioners on each assignment given and or for each identified problem that requires the attention of the Board of Commissioners.

The Audit Committee reports on the results of the evaluation of the implementation of providing audit services on annual historical financial information by the External Auditor no later than 6 (six) months after the fiscal year ends or at any time if necessary.

Structure, Membership and Expertise of the Audit Committee

The structure and membership of the Audit Committee are as follows:

1. The Audit Committee of the Company consists of at least 3 (three) members who are from the Independent Commissioners and Independent Parties.
2. The composition of the membership of the Audit Committee is at least 1 (one) Independent Commissioner as Chairman and concurrently a member, 1 (one) Independent Party who has expertise in finance or accounting and 1 (one) Independent Party who has expertise in the field of law or banking.
3. Must have at least 1 (one) member with educational background and expertise in accounting and finance.
4. The Chairperson of the Audit Committee can only hold concurrent positions as chair of the committee at most 1 (one) other committee.

During 2020, the composition of the Audit Committee's membership underwent changes which can be submitted as follows.

Period of January 1- February 24, 2020

The composition of the Audit Committee for the period January 1- February 24, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/001/2020 concerning Determination of Audit Committee Membership on January 13, 2020 are as follows:

Audit Committee Structure, Membership and Expertise Table

Name	Position	Information	Expertise
Ardan Adiperdana	Chairman concurrently member	Commissioner	Accounting, Audit
Makmur Keliat*	Member	Independent Commissioner	Macroeconomic
R. Widyo Pramono **	Member	Commissioner	Legal
Robertus Bilitea***	Member	Commissioner	Legal
Mohamad Nasir	Member	Independent Commissioner	Accounting
Bambang Ratmanto	Member	Independent Party	Accounting, Audit
Ridwan D. Ayub	Member	Independent Party	Audit, Risk Management

* The term of office ends as of the Annual GMS on February 19, 2020.

** The term of office ends from the time the person concerned is appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

*** The term of office ends as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

Period of February 25 – July 8, 2020

The membership composition of the Audit Committee for the period February 25 - July 8, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/022/2020 concerning Determination of Audit Committee Membership on March 13, 2020 are as follows:

Audit Committee Structure, Membership and Expertise Table

Name	Position	Information	Expertise
Ardan Adiperdana	Chairman concurrently member	Commissioner	Accounting, Audit
Rionald Silaban	Member	Commissioner	Human Capital, Finance
Andrinof A. Chaniago	Member	Deputy Chief Commissioner/ Independent Commissioner	Macroeconomic
Nawal Nely	Member	Commissioner	Accounting, Audit
Arif Budimanta	Member	Commissioner	Macroeconomic
Loeke Larasati A.	Member	Independent Commissioner	Legal
Bambang Ratmanto	Member	Independent Party	Accounting, Audit
Ridwan D. Ayub	Member	Independent Party	Audit, Risk Management



Period of July 9 –December 31, 2020

The composition of the Audit Committee for the period July 9- December 31, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/052/2020 concerning Determination of Audit Committee Membership on July 20, 2020 are as follows:

Audit Committee Structure, Membership and Expertise Table

Name	Position	Information	Expertise
Boedi Armanto	Chairman concurrently member	Independent Commissioner	Audit , Banking
M. Chatib Basri	Member	President Commissioner/ Independent Commissioner	Macroeconomic , Finance
Andrinof A. Chaniago	Member	Deputy Chief Commissioner/ Independent Commissioner	Macroeconomic
Mohamad Nasir	Member	Independent Commissioner	Accounting
Loeke Larasati A.	Member	Independent Commissioner	Legal
Bambang Ratmanto	Member	Independent Party	Accounting, Audit
Ridwan D. Ayub	Member	Independent Party	Audit, Risk Management

Profile of Audit Committee

The profile of Audit Committee from December 31, 2020 is in the following:



Boedi Armanto

Chairman concurrently Member of
Audit Committee

PROFILE

The profile can be seen in the Board of Commissioners section



M. Chatib Basri

Member of Audit Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Andrinof A. Chaniago

Member of Audit Committee

PROFILE

The profile can be seen in the Board of Commissioners section



PROFILE

The profile can be seen in the Board of Commissioners section



PROFILE

The profile can be seen in the Board of Commissioners section



AGE

62 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Accounting from Gadjah Mada University (1982).
- Masters in Management in Business Management from Prasetya Mulya Business School (2008).

APPOINTMENT DATE

January 2, 2018

WORK POSITION HISTORY

- Member of the Audit Committee at PT Bank Negara Indonesia (Persero) Tbk. (2016 – January 2018).
- President Commissioner, Chair of the Audit Committee, and Chair of the Risk Monitoring Committee at PT Bank MNC International Tbk (2014-2016).
- Independent Commissioner and Chairman of the Audit Committee at PT Bank MNC Internasional Tbk. (2013-2014).
- Executive Vice President – Head of Credit & Operations Policy Risk Management
- Directorate at PT CIMB Niaga Tbk. (2010-2013).

POSITION PERIOD

January 2, 2018 – Present

**AGE**

58 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor in Social Sciences and Political Sciences from Parahyangan Catholic University in 1985.
- Masters in Financial Management Specialization from Mercu Buana University in 2008.

APPOINTMENT DATE

April 30, 2019

OCCUPATIONAL HISTORY

- Member of the Integrated Governance Committee of Bank Mandiri (2016 - 2020)
- Member of the Audit Committee of PT Bank Mandiri (Persero) Tbk. (2015-2016).
- Member of the Bank Mandiri Risk Monitoring Committee (2014-2019)
- Member of the Risk Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk. (2006-2014)
- Deputy Head of Operational Risk Division of PT Bank Internasional Indonesia Tbk. (2002-2005)

POSITION PERIOD

April 30, 2019 - present

Qualification of Education and Work Experience of the Audit Committee

Audit Committee membership requirements are as follows:

- General Requirements
 - Having integrity, character and good morals.
 - Does not have personal interests/relationships that can cause conflict of interest against the Company.
- Competency Requirements
 - Have sufficient expertise, ability, knowledge and experience related to their duties and responsibilities.
 - Must understand financial statements, company business specifically related to the Company's services or business activities, audit process and risk management.
- Able to work together and have the ability to communicate well and effectively and are willing to provide sufficient time to carry out their duties.
- Have adequate knowledge of the Company's Articles of Association, laws and regulations in the banking sector, Capital Market, SOEs and other relevant laws and regulations.
- Willing to increase competence continuously through education and training.

The educational qualifications and work experience of the Chair and Members of the Audit Committee are as follows.

Audit Committee Education Qualification and Work Experience Table

Name	Position	Period	Education	Working Experience
Ardan Adiperdana	Chairman concurrently member	January 1-July 8, 2020	<ul style="list-style-type: none"> - Bachelor of Economics. - Master in Business Administration. - Doctorate in Strategic Management. 	Having work experience, among others, in the fields of accounting and financial auditing.
Boedi Armanto	Chairman concurrently member	July 9 -December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Agronomy - Master in Applied Economics - Doctorate in Economics 	Having work experience, among others, in the field of banking supervision.
M. Chatib Basri	Member	July 9 -December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Economics. - Master of Business Administration in Economic Development. - Ph.D in Economics. 	Having work experience, among others, in finance and company supervision.
Andrinof A. Chaniago	Member	February 25 - December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Social and Political Science. - Master in Planning and Public Policy. 	Having work experience, among others, in banking and corporate supervision.
Makmur Keliat	Member	January 1 - February 19, 2020	<ul style="list-style-type: none"> - Bachelor Degree in Corporate Economics. - Bachelor of Art in Social and Political Sciences/ International Relations Department. - Ph.d in the field of School of International Studies. 	Having work experience, among others in the fields of education, political science, international relations, research and publication.



Name	Position	Period	Education	Working Experience
R. Widyo Pramono	Member	January 1 – February 18, 2020	<ul style="list-style-type: none"> – Bachelor of Law. – Master of Management. – Master of Law. – Doctorate in criminal law. – Professor of Criminal Law. 	Having work experience in the field of law and supervision.
Robertus Bilita	Member	January 1 – February 11, 2020	<ul style="list-style-type: none"> – Bachelor degree in Civil Law – Master in Business Legal 	Having work experience in the legal and banking fields.
Mohamad Nasir	Member	January 1 – February 24, 2020 July 9 –December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Accounting. – Master in Accounting. – Doctor in Accounting. – Honorary Doctorate in the field of Education. 	Having work experience in accounting and finance, among others.
Rionald Silaban	Member	February 25 –July 8, 2020	<ul style="list-style-type: none"> – Bachelor degree in Law. – Master of Law Center. 	Having work experience in, among others, finance and human capital.
Nawal Nely	Member	February 25 –July 8, 2020	<ul style="list-style-type: none"> – Bachelor degree in Accounting – Executive Master of Business Administration 	Having work experience, among others, in the areas of financial auditing and supervision.
Arif Budimanta	Member	February 25 –July 8, 2020	<ul style="list-style-type: none"> – Bachelor degree in Soil Science – Master of Science in Natural Resource Economics – Doctorate in Social and Political Sciences 	Having work experience, among others, in the banking sector.
Loeke Larasati A.	Member	February 25 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Law. – Master in Management. 	Having work experience, among others, in the fields of law and banking.
Bambang Ratmanto	Member	January 1 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor of Accounting. – Master of Management in Business Management. 	Having work experience in banking, auditing, and risk management.
Ridwan D. Ayub	Member	January 1 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Social Science and Political Science – Specialized Masters in Financial Management 	Having work experience in banking, auditing, and risk management.

Independence of Audit Committee

All members of the Audit Committee from independent parties have no relationship in financial, management, shareholders and/or family relations with the Board of Commissioners, the Board of Directors and/or Controlling Shareholders or relationships with the Bank, which can affect their ability to perform independently.

Table of Independence of Audit Committee

Aspect of Independence	Ardan Adiperdana*	Boedi Arman-to	M. Chatib Basri	An-drinof A. Cha-niago	Mak-mur Keliat*	R. Widyo Pramo-no*	Rob-ertus Bilita*	Mo-hamad Nasir	Rionald Sila-ban *	Nawal Nely*	Arif Budim-anta*	Loeke Larasa-ti A.	Bam-bang Rat-manto	Ridwan D. Ayub
Not having financial relation with the Boards of Commissioners and Directors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having management relation in the company, subsidiaries, or affiliated companies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having shareholding relation in the company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having family relation with Board of Commissioners, Board of Directors, and/or other members of the Audit Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not serving as administrator of political parties, officials and the government	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

*Has stopped serving as a member of the Audit Committee



Audit Committee Meeting

The Audit Committee holds regular meetings at least 1 (once) in 1 (one) month. A meeting can be held if it is attended by at least 51% (fifty one percent) of the total committee members including 1 (one) Independent Commissioner and 1 (one) Independent Party.

Decisions of the Audit Committee meeting are taken based on deliberation to reach consensus. The meeting is chaired by the Chairperson of the Audit Committee or other Committee Members who are Independent Commissioners, if the Chairperson of the Audit Committee is unable to attend.

Each Audit Committee meeting is outlined in the minutes of the meeting, including when there are differences of opinion, which are signed by all members of the Audit Committee present and submitted to the Board of Commissioners.

Meeting Agenda of Audit Committee

Throughout 2020, 21 (twenty one) Meetings were held with the date of implementation, meeting agenda and meeting participants as follows.

Table of Audit Committee Meeting Agenda

No.	Date	Meeting Agenda	Participant	Presence Quorum (%)
1.	January 8, 2020	1. Implementing of SA 600 by BPK in the Framework of LKPP Audit in 2019. 2. Updating IT Audit Progress.	<ul style="list-style-type: none"> - Ardan Adiperdana - Makmur Keliat - R. Widyo Pramono - Robertus Bilitea - Mohamad Nasir - Bambang Ratmanto - Ridwan D. Ayub 	100%
2.	January 20, 2020	Conducting Audit Progress of Bank Mandiri's Consolidated Financial Statements for Financial Year 2019.	<ul style="list-style-type: none"> - Ardan Adiperdana - Makmur Keliat - R. Widyo Pramono - Robertus Bilitea - Bambang Ratmanto - Ridwan D. Ayub 	86%
3.	January 27, 2020	Proposing Appointment of KAP to Audit Bank Mandiri Financial Statements for the 2020 Financial Year.	<ul style="list-style-type: none"> - Ardan Adiperdana - Makmur Keliat - R. Widyo Pramono - Robertus Bilitea - Mohamad Nasir - Bambang Ratmanto - Ridwan D. Ayub 	100%
4.	February 12, 2020	Conducting Compliance Director Report for Quarter IV/2019.	<ul style="list-style-type: none"> - Ardan Adiperdana - Makmur Keliat - R. Widyo Pramono - Mohamad Nasir - Bambang Ratmanto - Ridwan D. Ayub 	100%
5.	March 5, 2020	Conducting Significant Findings for Quarter IV/2019.	<ul style="list-style-type: none"> - Ardan Adiperdana - Rionald Silaban - Nawal Nely - Arif Budimanta - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	88%
6.	April 29, 2020	Adjusting to the Audit Approach in connection with the COVID-19.	<ul style="list-style-type: none"> - Ardan Adiperdana - Rionald Silaban - Andrinof A. Chaniago - Nawal Nely - Arif Budimanta - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%



No.	Date	Meeting Agenda	Participant	Presence Qourum (%)
7.	May 6, 2020	1. Updating IT Security. 2. Updating System and Operational Preparation Towards Eid 2020.	<ul style="list-style-type: none"> - Ardan Adiperdana - Rionald Silaban - Andrinof A. Chaniago - Nawal Nely - Arif Budimanta - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
8.	June 4, 2020	Making Method of Calculating the Addition of CKPN related to Restructs and Implications of Accounting Treatment.	<ul style="list-style-type: none"> - Ardan Adiperdana - Rionald Silaban - Andrinof A. Chaniago - Nawal Nely - Arif Budimanta - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
9.	June 18, 2020	Conducting Compliance Director Report for Quarter I/2020.	<ul style="list-style-type: none"> - Ardan Adiperdana - Rionald Silaban - Andrinof A. Chaniago - Nawal Nely - Arif Budimanta - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
10.	July 28, 2020	Conducting Progress of Follow-up Findings/ Recommendations of External Auditors (OJK, KAP-EY, BPK) As of June 30, 2020.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
11.	August 6, 2020	Proposing Revision of RKAP for 2020 and RBB for 2020-2022.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
12.	August 12, 2020	Conducting Limited Review Results Update on Financial Statements of June 30 2020 Position by KAP EY.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
13.	August 25, 2020	Reviewing Report on the Internal Audit Function (Quality Assurance Review) 2020.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	88%
14.	September 10, 2020	Completing Audit Plan for Bank Mandiri Financial Statements for the 2020 Financial Year.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%



No.	Date	Meeting Agenda	Participant	Presence Qourum (%)
15.	September 17, 2020	1. Conducting Significant Findings for Quarter II/2020. 2. Conducting Investigation Report on Credit Cases.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
16.	September 24, 2020	Updating Internal Audit.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
17.	October 1, 2020	Conducting Compliance Director Report for Quarter II of 2020	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
18.	November 12, 2020	Conducting Post Facto Review Credit Restructuring Affected by COVID-19 and Distribution of Funds for the National Economic Recovery Acceleration Program (PEN).	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
19.	November 19, 2020	Proposing Work Plan and Company Budget (RKAP) for 2021 and Bank Business Plan (RBB) for 2021-2023.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
20.	November 25, 2020	Updating on Procurement Progress of Public Accountant Firm for Audit of Financial Statements for Fiscal Year 2021.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
21.	December 17, 2020	Auditing the Progress of Bank Mandiri's Financial Statements for the 2020 Financial Year.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%

Frequency and Attendance of Audit Committee Meetings

During 2020, the Audit Committee held 21 (twenty-one) meetings. The frequency and level of attendance of meetings of each Audit Committee member are as follows.

Table of Frequency and Attendance of Audit Committee Meetings

Name	Position	Period	Number of Meeting	Number of Attendance	Percentage
Ardan Adiperdana	Chairman concurrently member	January 1–July 8, 2020	9	9	100%
Boedi Armanto	Chairman concurrently member	July 9 –December 31, 2020	12	12	100%



Name	Position	Period	Number of Meeting	Number of Attendance	Percentage
M. Chatib Basri	Member	July 9 –December 31, 2020	12	12	100%
Makmur Keliat	Member	February 25 –December 31, 2020	4	4	100%
R. Widyo Pramono	Member	January 1 –February 19, 2020	4	4	100%
Robertus Bilitea	Member	January 1 –February 18, 2020	3	3	100%
Mohamad Nasir	Member	January 1 –February 11, 2020	16	14	88%
		January 1 –February 24, 2020			
Rionald Silaban	Member	July 9 –December 31, 2020	5	5	100%
Andrinof A. Chaniago	Member	February 25 –July 8, 2020	17	16	94%
Nawal Nely	Member	February 25 –July 8, 2020	5	5	100%
Arif Budimanta	Member	February 25 –July 8, 2020	5	5	100%
Loeke Larasati A.	Member	February 25 –December 31, 2020	17	17	100%
Bambang Ratmanto	Member	January 1 –December 31, 2020	21	21	100%
Ridwan D. Ayub	Member	January 1 –December 31, 2020	21	21	100%

Key Performance Indicators (KPI) Achievement Of Audit Committee

The achievements of the Audit Committee's KPIs during 2020 could be seen from the realization of the work plan, the quality of the recommendations that had been compiled, and the quality of communication that had been made both with the Board of Commissioners, the Board of Directors, and the Head of the relevant Work Unit.

In general, all Committee work programs as stated in the 2020 Audit Committee Work Plan had been well realized, with several adjustments to the Committee's focus, especially related to the multidimensional impact of the COVID-19 pandemic. In addition, all recommendations from the Audit Committee had been accepted by the Board of Commissioners and had been taken into consideration in the decision making process on the proposals submitted by the Board of Directors. As for the communication aspect, during 2020 good and intense communication had been established to discuss issues at Bank Mandiri and the progress of the follow-up resolutions made by the Board of Directors.

Remuneration of Audit Committees

Remuneration of Audit Committees originating from Independent Non-Commissioners is regulated in the Decree of the Board of Commissioners No. KEP.KOM/008/2019 dated 30 April 2019 concerning Remuneration of Supporting Organs of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk. and regulated in the Letter of Assignment concerned as a member of the Committee under the Board of Commissioners issued by Bank Mandiri.

No.	Description	Non-Commissioner Committee Member
1.	Salary/Honorarium	A maximum of 20% of the Salary of the President Director
2.	Composition Benefits	Not given
3.	Holiday allowance	In accordance with the provisions of Bank Mandiri employees
4.	Bonuses/Tantiems	Not given
5.	Amenities	
	- Transportation Allowance	Not given
	- Health	Not given
	- Employment	Given in accordance with the Bank's Internal Regulations
	- Business trip	In accordance with Bank Mandiri employee requirements/equivalent to Group Head



Brief Report of the Audit Committee Activities In 2020

The Audit Committee has carried out its duties and functions as stipulated in the Audit Committee Charter by always implementing the principle of independence in accordance with applicable regulations and in accordance with the 2020 Audit Committee work plan approved by the Board of Commissioners.

The work plan for the Audit Committee for 2020 is divided into 2 (two) activities, namely Mandatory/Regular and Non-Regular as follows:

1. Mandatory/Regular, which includes review of Financial Statements, appointment and implementation of audits by Public Accountants (AP) and Public Accounting Firms (KAP), implementation of Compliance, Internal Audit, review of Company Work & Budget Plans (RKAP) and Bank Business Plans (RBB), as well as the Internal Audit Committee's Activities.
2. Non-Regular, which includes the Audit Committee's concerns and focus on certain issues concerning Credit, IT, Compliance, and Financial Statements.

The activities of the Audit Committee during 2020 were as follows:

1. Holding 21 Audit Committee Meetings, including compiling Minutes of Meetings.
2. Holding 62 internal discussions, discussions with related work units, as well as joint discussions with the Risk Monitoring Committee.
3. Reviewing and preparing recommendations for more than 25 reports, including Consolidated Financial Statements (quarterly and annually), Significant Findings Reports, Compliance

Director Reports, Audit Results Main Reports, Internal and External Auditor Audit Results Reports, Post Facto progress reports PEN Program Review, Progress Report for Completion of Follow-up Monitoring Lists (DMTL), and Reports related to fraud cases that occurred during 2020.

4. Reviewing and preparing recommendations for 7 Proposals/Proposals from the Board of Directors that require written approval from the Board of Commissioners, namely the Proposal for Appointment of KAP to carry out audit services for the 2020 and 2021 Consolidated Financial Statements, Proposals for the RKAP & RBB and their revisions, the Proposed Annual Audit Plan for 2020 along with its revisions, and the Proposed Appointment of an Independent Party to conduct a review of the 2020 Internal Audit performance.
5. Preparing 4 (four) quarterly reports on Committee activities and submitting them to the Board of Commissioners.
6. Preparing a Report on the Results of Evaluation on the Implementation of Audit Services for Bank Mandiri's Annual Historical Financial Information for the 2019 Financial Year by KAP Purwantono, Sungkoro & Surja (Ernst & Young)
7. Conducting 3 (three) Work Visits on a site visit including the preparation of a Visit Result Report, namely the Strong Room Credit Operations (10 March 2020), PT Mandiri Sekuritas (08 December 2020), and the Rempoa Data Center (15 December 2020).
8. Preparing the Audit Committee Work Plan for 2021 and it was approved by the Board of Commissioners on January 14, 2021.
9. All Committee members had participated in at least 1 (one) time competency development activities related to Banking/Audit.

Work Plan of the Audit Committee for 2021

At the end of 2020, the Audit Committee had prepared a work plan for 2021 and had obtained approval from the Board of Commissioners. The Audit Committee work plan for 2021 was divided into 2 (two) activities, namely Mandatory/Regular and Non-Regular as follows:

1. Mandatory/Regular, which included review of Financial Statements, appointment and implementation of audits by Public Accountants (AP) and Public Accounting Firms (KAP), implementation of Compliance, Internal Audit, review of Company Work & Budget Plans (RKAP) and Bank Business Plans (RBB), as well as the Internal Audit Committee's Activities.
2. Non-Regular, which included matters of concern and focus of the Audit Committee and the Board of Commissioners, including:
 - a. Credit, in connection with macroeconomic conditions which were still shrouded in uncertainty and the National Economic Recovery (PEN) program.
 - b. Operations and IT, in connection with the massive and dynamic development of digitalization.
 - c. Fund Management/Liquidity.
 - d. Treasury activities, particularly in derivative products.
 - e. Management of Whistle Blowing System/Letter to CEO facilities.



Statement of Audit Committee on the Effectiveness of Internal Control System and Risk Management

The internal control system performed by Bank Mandiri was considered effective and adequate, reflected in the effectiveness of the implementation of internal control functions, including internal audit function, risk management, compliance, financial and operational controls.

